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MOUNTAIN REGIONAL

SHOPPING CENTRE

REPORT

Item 10

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CITY PLANNING DEPARTMENT
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MOUNTAIN REGIONAL SHOPPING CENTRE REPORT

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SUMMARY

ANALYSIS

An economic analysis has been done of the Hamilton-Wentworth County mountain trade area, and the economic impacts resulting from the development of a mountain regional shopping centre at Upper Wentworth Street and Limeridge Road. The impacts have been analysed with respect to both the mountain trade area and the Jackson Square commercial development.

Income and sales projections used in this report are conservative and operating levels allowed for existing competition are liberal.

CONCLUSIONS:

ECONOMIC FEASIBILITY

Due to the present dearth of regional scale commercial facilities in the mountain trade area, a regional shopping centre at the Upper Wentworth-Limeridge site would be economically feasible according to the following schedule:

<u>Year</u>	<u>Size of Centre (Gross Leasable Area - Square Feet)</u>
1971	400,000 to 500,000
1976	700,000 to 800,000
1981	800,000 to site capacity

IMPACTS ON MOUNTAIN TRADE AREA

The existing Department Store Type Merchandise establishments in the mountain trade area would be affected detrimentally by a new mountain regional centre only if an additional district centre were permitted on the mountain by 1976, or if two additional district centres were permitted by 1981. Thus, if only the regional centre were permitted to develop on the mountain (in addition to the Satellite City commercial development), serious detrimental effects would not accrue to the existing development on the mountain.

IMPACT ON JACKSON SQUARE DEVELOPMENT

From the analysis, it has been determined that there is a possibility that the Jackson Square commercial area will be affected detrimentally by the development of a mountain regional shopping centre before 1976. If a mountain regional shopping centre were developed around 1976, it would not affect the Jackson Square detrimentally if:

IMPACT ON JACKSON SQUARE DEVELOPMENT (continued)

1. no additional district centres were permitted to be developed on the mountain by 1976, and
2. only one additional district centre were permitted on the mountain by 1981.

RECOMMENDATIONS:

1. The opening of both regional and district centres in the Hamilton Mountain Area be delayed until around 1976.
2. The opening of only one additional district centre be permitted in the Hamilton Mountain Area by 1981.

1. THE PURPOSE OF THE STUDY

1. To determine the effect of the treatment on the response rate.
2. To determine the effect of the treatment on the side effect rate.

2. THE STUDY DESIGN

1. The study was a randomized controlled trial.
2. The study was conducted in a hospital setting.

MOUNTAIN REGIONAL SHOPPING CENTRE REPORT

TRADE AREA

The trade area of a shopping centre is defined as the area from which approximately 90% of the trade for the retail establishments in the centre will be drawn. Since the escarpment is somewhat of a transportation barrier in Hamilton, and since commercial facilities on the mountain act as an "intervening opportunity" for commercial trade from the remainder of Wentworth County above the escarpment, it is assumed that the Hamilton "Mountain" area, the Townships of Ancaster, Glanford and Binbrook, and the Saltfleet Satellite City form the trade area of the proposed regional shopping centre at Upper Wentworth Street and Limeridge Road.

TRADE AREA POPULATION FORECASTS

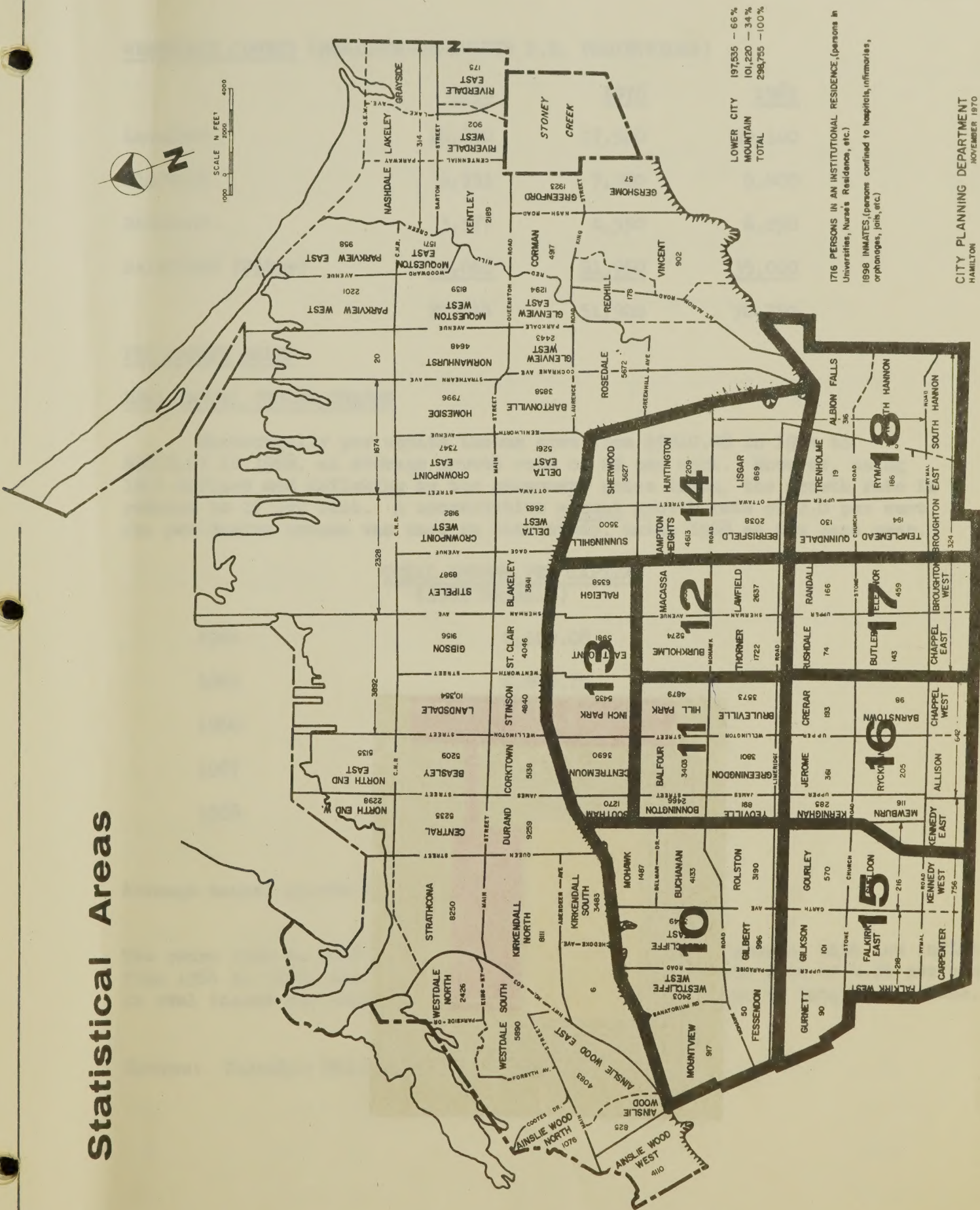
It is necessary to make population projections for the trade area, in order to determine the potential retail expenditures. The projection of population in the Upper City of Hamilton was based on the following assumptions:

1. 10,000 population would be accommodated in redevelopment areas during the period 1970-1981.
2. The remaining growth would be split evenly between the mountain and the undeveloped areas in the Lower City, east of Red Hill Creek.
3. The growth on the Mountain is assigned according to the Staging of Development Map - Hamilton City Planning Department.

HAMILTON UPPER CITY

<u>ZONE</u>	<u>1961</u>	<u>1966</u>	<u>1970</u>	<u>1976</u>	<u>1981</u>
10	9867	15135	16825	25800	28500
11	11588	16161	19013	19600	19550
12	9789	12616	13167	14300	14400
13	23307	24124	22734	22800	22750
14	15078	20469	21856	30600	34100
15	1238	1320	1350	3700	8650
16	2370	2525	2751	3200	3200
17	1059	1093	1112	1150	1150
<u>18</u>	<u>1016</u>	<u>1051</u>	<u>1117</u>	<u>1150</u>	<u>2450</u>
Total	75312	94494	99925	122300	134750

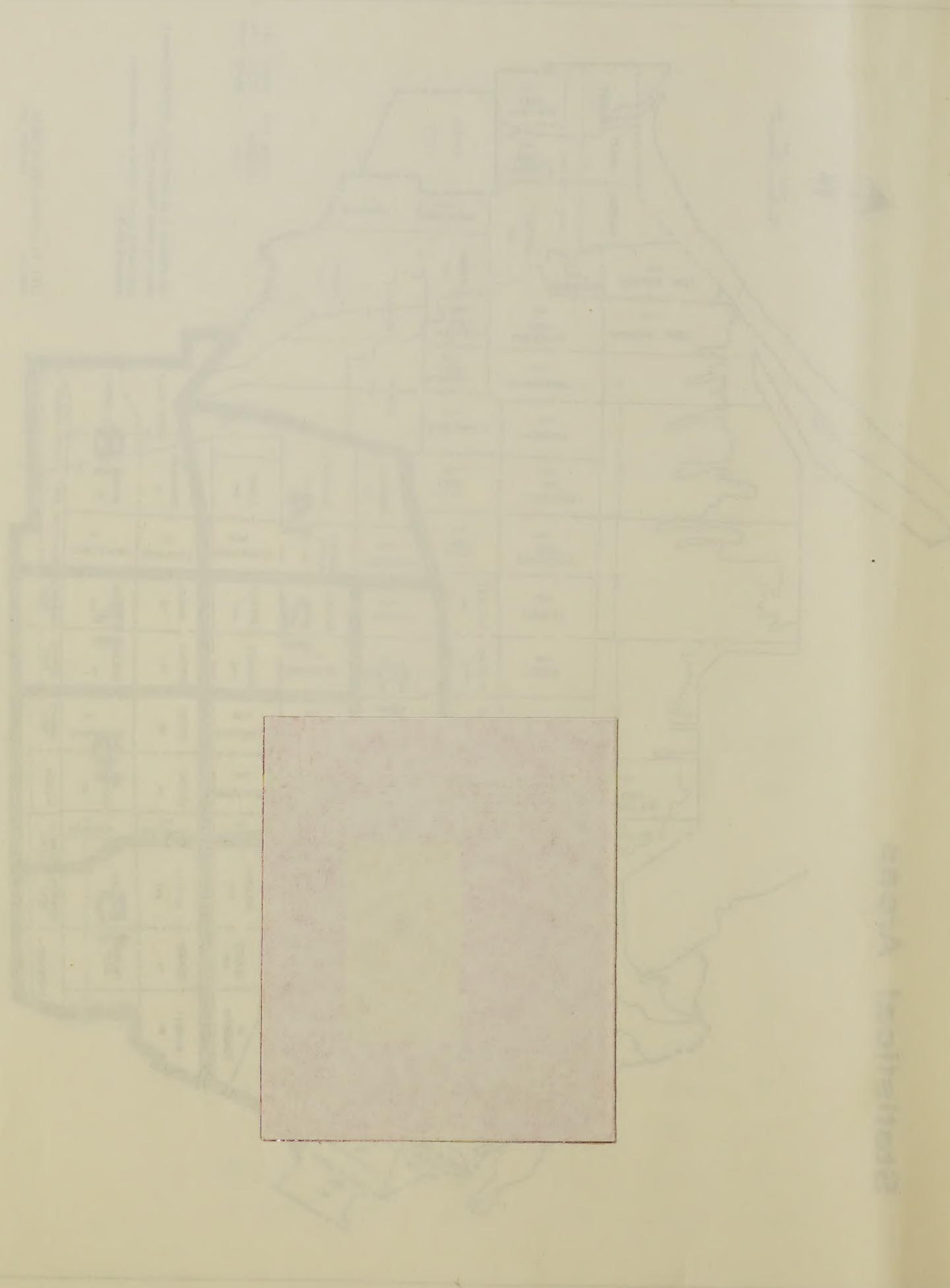
Statistical Areas



1898 INMATES: (persons confined to hospitals, infirmaries, orphanages, jails, etc.)

LOWER CITY	197,535	- 66 %
MOUNTAIN	101,220	- 34 %
TOTAL	298,755	- 100 %

CITY PLANNING DEPARTMENT
HAMILTON
NOVEMBER 1970



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WENTWORTH COUNTY (HAMILTON-WENTWORTH P.B. PROJECTIONS)

	<u>1970</u>	<u>1976</u>	<u>1981</u>
Ancaster	15,850	17,500	20,100
Glanford	6,551	7,900	9,400
Binbrook	3,577	4,550	6,250
Saltfleet (Upper)	<u>1,666</u>	<u>21,950</u>	<u>35,000</u>
	27,644	51,900	70,750

PER CAPITA SALES

REAL ANNUAL INCOME CHANGE

Historically per capita income grew from \$2210.08 in 1964 to \$3016.67 in 1968, an average growth rate of 22 per cent. However, using 1961 dollars and deflating by the consumers price index, the growth rate is reduced to 17 per cent. A conservative annual growth rate of 2.0 per cent for per capita income was used in this study, using 1968 as the base year.

TOTAL INCOME PER CAPITA
(1961 Dollars)

1964	2,109.08
1965	2,242.79
1966	2,301.71
1967	2,338.33
1968	2,466.73

Average annual growth 4.24%

The years 1964 to 1968 were a period of strong economic growth, with low inflation from 1964 to 1966; and therefore the average annual growth rate of 4.24 per cent in real income per capita is considered very high relative to long term trends.

Source: Taxation Statistics for Wentworth County

MEMORANDUM FOR THE RECORD

1950	1951	1952	1953
10,000	11,500	12,500	13,500
8,000	9,000	10,000	11,000
6,000	7,000	8,000	9,000
4,000	5,000	6,000	7,000
2,000	3,000	4,000	5,000
1,000	2,000	3,000	4,000
500	1,000	1,500	2,000

MEMORANDUM FOR THE RECORD

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The following information was obtained from the records of the Department of the Interior, Bureau of Land Management, for the years 1950 through 1953. The data is presented in the following table.

MEMORANDUM FOR THE RECORD

1950	1951	1952	1953
10,000	11,500	12,500	13,500
8,000	9,000	10,000	11,000
6,000	7,000	8,000	9,000
4,000	5,000	6,000	7,000
2,000	3,000	4,000	5,000
1,000	2,000	3,000	4,000
500	1,000	1,500	2,000

MEMORANDUM FOR THE RECORD

The following information was obtained from the records of the Department of the Interior, Bureau of Land Management, for the years 1950 through 1953. The data is presented in the following table.

MEMORANDUM FOR THE RECORD

An average annual growth rate of 2.0 per cent in real per capita income was used for the period 1968 to 1981, using 1968 as the base year. This figure was used for the following reasons:

1. The Gordon Commission used a 2.25 per cent average annual growth rate in (real) wages and salaries in the period 1961 to 1981 (this would be slightly higher than that for per capita income).
2. The Murray V. Jones, Central Hamilton Urban Renewal Study used a 2.1 per cent annual growth rate in (real) wages and salaries in the period 1961 to 1981.
3. To build a degree of conservatism into the expenditure figures.

Assuming an average annual increase in Real per capita income of 2 per cent (1961 Dollars)

1970	2,565.40
1976	2,812.07
1981	3,058.72

RETAIL EXPENDITURES

Per capita retail expenditures were assumed to equal 55 per cent of per capita income - based on the following statistics:

PER CAPITA INCOME AND RETAIL EXPENDITURES

	1961	%	1966	%
Wentworth County				
Per Capita Income	1,880.95		2,301.71	
Total Retail Spending	1,014.25	53.9	1,285.82	55.8

Source: Taxation Statistics for Wentworth County
D.B.S. Retail Trade Statistics

PROJECTED PER CAPITA INCOME AND EXPENDITURES

(1961 Dollars)

	<u>Per Capita Income</u>	<u>Per Capita Retail Expenditures</u>	<u>%</u>
1970	2,565.40	1,410.97	55.0
1976	2,812.07	1,546.64	55.0
1981	3,058.72	1,682.30	55.0

in 1961, the average growth rate of 2.7 per cent is well below the 1960-1961 average of 3.1 per cent. This is due to the fact that in 1961, the average growth rate was 2.7 per cent, while in 1960 it was 3.1 per cent.

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According to the average growth rate of 2.7 per cent, the average growth rate is well below the 1960-1961 average of 3.1 per cent.

1961	2.7%
1960	3.1%
1959	2.7%

1961-1962

The average growth rate of 2.7 per cent is well below the 1960-1961 average of 3.1 per cent.

1961-1962

Year	1961	1962
1961	2.7%	2.7%
1962	2.7%	2.7%

The average growth rate of 2.7 per cent is well below the 1960-1961 average of 3.1 per cent.

1961-1962

(1961-1962)

Year	1961	1962
1961	2.7%	2.7%
1962	2.7%	2.7%

SALES BY RETAIL CATEGORY

The percentage of sales in the various retail categories in the future was based on 1961 and 1966 Retail Trade Statistics, and on the assumption that there is a trend for some Automotive and Apparel and Accessories expenditures to be shifted to the General Merchandise Category (Department Stores).

PER CAPITA SALES PER RETAIL CATEGORY (1961 DOLLARS)

<u>Major Retail Groups</u>	<u>1970</u>	<u>%</u>	<u>1976</u>	<u>%</u>	<u>1981</u>	<u>%</u>
General Merchandise	261.03	18.5	324.79	21.0	370.11	22.0
Automotive	403.54	28.6	433.06	28.0	471.04	28.0
Apparel & Accessory	81.84	5.8	77.33	5.0	84.16	5.0
Hardware & Home Furn.	97.36	6.9	108.27	7.0	117.76	7.0
Food	380.96	27.0	417.59	27.0	454.22	27.0
Other Retail	186.25	13.2	185.60	12.0	185.05	11.0
Total	1,410.97		1,546.64		1,682.30	

DEPARTMENT STORE TYPE MERCHANDISE (DSTM) SALES

Since regional-scale shopping centres are strongly oriented to Department Store Type Goods or "shoppers" goods, it is necessary to determine what percentage of the various retail categories will accrue to the establishments in this type of centre. Sub-groups within each category are assumed to be Department Store Type Merchandise and have been totaled and calculated as a percentage of each category.

<u>RETAIL CATEGORY</u>	<u>SUB GROUPS</u>	<u>% OF TOTAL</u>
General Merchandise	Department Stores General Merchandise General Stores, more than 1/3 food Variety Stores	100%
Apparel & Accessories	excluding Second-hand clothing Stores	99%

The following table shows the results of the various tests conducted on the material under consideration. The results are given in terms of the percentage of material which has passed through the various sieves. The results are given in terms of the percentage of material which has passed through the various sieves. The results are given in terms of the percentage of material which has passed through the various sieves.

Table 1. Results of the various tests conducted on the material under consideration.

Test	1	2	3	4	5	6
1. Sieve Analysis	100.0	100.0	100.0	100.0	100.0	100.0
2. Moisture Content	10.0	10.0	10.0	10.0	10.0	10.0
3. Specific Gravity	2.65	2.65	2.65	2.65	2.65	2.65
4. Liquid Limit	20.0	20.0	20.0	20.0	20.0	20.0
5. Plastic Limit	10.0	10.0	10.0	10.0	10.0	10.0
6. Shrinkage	1.0	1.0	1.0	1.0	1.0	1.0

Table 2. Results of the various tests conducted on the material under consideration.

The following table shows the results of the various tests conducted on the material under consideration. The results are given in terms of the percentage of material which has passed through the various sieves. The results are given in terms of the percentage of material which has passed through the various sieves. The results are given in terms of the percentage of material which has passed through the various sieves.

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4. Liquid Limit	20.0	20.0	20.0	20.0	20.0	20.0
5. Plastic Limit	10.0	10.0	10.0	10.0	10.0	10.0
6. Shrinkage	1.0	1.0	1.0	1.0	1.0	1.0

<u>RETAIL CATEGORY</u> (continued)	<u>SUB GROUPS</u>	<u>% OF TOTAL</u>
Hardware & Home Furnishings	excluding all Repair Shops, Second-hand Furniture Stores, and Antique Shops	92%
Automotive	Accessories, Tire and Battery Shops, and Home and Auto Supply Stores	8%
Other	excluding Fuel Oil and other than Fuel Oil Dealer- ships; and Monuments and Tombstones	85%

Source: 1966 D.B.S. Retail Trade Statistics

PER CAPITA DEPARTMENT STORE TYPE MERCHANDISE SALES

The total of each retail group sales accruing to a regional centre were calculated in the following table:

<u>PER CAPITA DSTM EXPENDITURES</u> (1961 DOLLARS)				
<u>Major Retail Groups</u>	<u>DSTM Share</u>	<u>1970</u>	<u>1976</u>	<u>1981</u>
General Merchandise	100 %	261.03	324.79	370.11
Apparel & Accessory	99	81.02	76.56	83.31
Hardware & Home Furn.	92	89.57	99.61	108.34
Automotive	8	32.28	34.65	37.68
Other Retail	85	158.31	157.76	157.29
Total		622.21	693.37	756.73

It is assumed that 85% of the total Gross Leasable Area in a regional shopping centre is occupied by DSTM establishments.

DEPARTMENT STORE TYPE ESTABLISHMENTS OPERATING LEVELS

The annual revenue per square foot of DSTM retail space that would be expected by a store operator determines the potential DSTM expenditures required to support a centre of a given size. The operating levels usually assumed for DSTM stores in the next ten years are in the range \$60.00 to \$80.00 (1961 Dollars) per square foot per annum. For Hamilton, the operating levels have been projected from 1961 Central Business District Data, assuming a real increase of 2 per cent in expected revenue per year. These figures are consistent with the range of values used by consultants for DSTM establishments in regional shopping centres.

RETAIL SALES PER SQUARE FOOT DSTM GROSS LEASABLE AREA

	<u>1961</u>	<u>1966</u>	<u>1970</u>	<u>1976</u>	<u>1981</u>
1961 Dollars per Square Foot	59.00	64.90	69.62	77.03	81.85

For purposes of simplicity and to build in a degree of conservatism to the study, these figures were rounded-off to:

	<u>1970</u>	<u>1976</u>	<u>1981</u>
1961 Dollars per Square Foot	70.00	80.00	85.00

TRADE AREA SHARE

Because of the innovative design that a centre of the Upper Wentworth-Limeridge site would have, the barrier effect of the establishment, and "intervening opportunity" location of the site relative to Southern Wentworth County, the proposed centre is assumed to attract at least 40%, and as much as 60% of the DSTM sales potential in the area.

COMPETITION IN THE TRADE AREA

The present competition in the trade area is as follows:

	<u>DSTM Sq. Ft. Gross Leasable Area</u>
Mountain Plaza	110,000
Fennell Square	30,000
Miracle Mart	85,000
Zellers	75,000
Various Strip Commercial Developments in Trade Area	120,000
	420,000

Imminent and possible developments in the trade area are as follows:

	<u>Assumed DSTM Sq. Ft. Gross Leasable Area</u>
Satelite City (1973)	100,000
District Centres: K. Mart	150,000
Other	150,000

1970 ANALYSIS

Trade Area Population: Hamilton Upper City	99,925
South Wentworth County	<u>27,644</u>
Total	127,569

Per Capita DSTM Sales \$ 622.21
(1961 Dollars)

Total DSTM Sales Potential in Trade Area \$ 79,374,707
(1961 Dollars)

POTENTIAL AT SITE:

<u>Trade Area Share</u>	<u>Sales Potential</u>	<u>DSTM Sq. Ft. G.L.A. (\$70./Sq.Ft.)</u>	<u>Total Sq.Ft. G.L.A. (85% DSTM)</u>
40%	\$ 31,749,883	453,570	533,618
50%	\$ 39,687,354	566,963	667,015
60%	\$ 47,624,824	680,355	800,418

<u>DSTM Sq.Ft. G.L.A.</u>	<u>DSTM Sales Accruing to Competition:</u>	
	<u>Assumed Operating Level</u>	
420,000	x \$ 70	= \$ 29,400,000

RESIDUAL DSTM POTENTIAL (remaining to be served by Central Business
and other Regional Centres)

<u>Assumed Trade Area Share to Site</u>	<u>Residual Expenditures (1961 Dollars)</u>	<u>Per Cent of Trade Area Potential</u>
40%	18,224,824	22.9 %
50%	10,287,353	12.9 %
60%	2,349,883	2.9 %

1976 ANALYSIS

Trade Area Population: Hamilton Upper City	122,300
South Wentworth County	<u>51,900</u>
Total	174,200

Per Capita DSTM Sales (1961 Dollars) - \$693.37

Total DSTM Sales Potential in Trade Area - \$120,785,054

Potential at Site:

<u>Trade Area Share</u>	<u>Sales Potential (1961 Dollars)</u>	<u>DSTM Sq. Ft. GLA (\$80./Sq. Ft.)</u>	<u>Total Sq. Ft. GLA (85% DSTM)</u>
40%	48,314,022	603,925	710,500
50%	60,392,527	754,906	888,125
60%	72,471,032	905,888	1,065,750

Residual: Alternative 1

DSTM Sales Accruing to Competition:

<u>Assumed Competition</u>	<u>DSTM Sq. Ft. GLA</u>	<u>Operating Level</u>
Existing	420,000	
Satelite City	<u>100,000</u>	
	520,000	x \$80 = \$41,600,000

Residual DSTM Sales Potential:

<u>Assumed Trade Area Share to Site</u>	<u>Residual Sales (1961 Dollars)</u>	<u>Per Cent of Trade Area Potential</u>
40%	30,871,032	25.5
50%	18,792,527	15.5
60%	6,714,022	5.5

Residual: Alternative 2

DSTM Sales Accruing to Competition:

<u>Assumed Competition</u>	<u>DSTM Sq. Ft. GLA</u>	<u>Operating Level</u>
Existing	420,000	
Satelite City	100,000	
1 District Centre	<u>150,000</u>	
	670,000	x \$80. = \$53,600,000

Residual DSTM Sales Potential

<u>Assumed Trade Area Share to Site</u>	<u>Residual Sales (1961 Dollars)</u>	<u>Per Cent of Trade Area Potential</u>
40%	18,871,032	15.6
50%	6,792,527	5.6
60%	- 5,285,978	- 4.3

1981 ANALYSIS

Trade area Population: Hamilton Mountain 134,750

Wentworth County 70,750

205,500

Per Capita DSTM Sales (1961 Dollars) 756.73

Total DSTM Sales Potential in Trade Area - 155,508,015
(1961 Dollars)

Potential at Site:

<u>Trade Area Share</u>	<u>Sales Potential (1961 Dollars)</u>	<u>DSTM Sq. Ft. GLA (\$85./Sq. Ft.)</u>	<u>Total Sq. Ft. GLA (85% DSTM)</u>
40%	62,203,206	731,802	860,944
50%	77,754,008	914,753	1,076,180
60%	93,304,809	1,097,704	1,291,417

Residual: Alternative 1

DSTM Sales Accruing to Competition:

<u>Assumed Competition</u>	<u>DSTM Sq. Ft. GLA</u>	<u>Operating Level</u>
Existing	420,000	
Satelite City	<u>100,000</u>	
	520,000	x \$85. = \$44,200,000

Residual DSTM Sales Potential:

<u>Assumed Trade Area Share to Site</u>	<u>Residual Sales (1961 Dollars)</u>	<u>Per Cent of Trade Area Potential</u>
40%	49,104,809	31.5
50%	33,554,007	21.6
60%	18,003,206	11.6

Residual: Alternative 2

DSTM Sales Accruing to Competition:

<u>Assumed Competition</u>	<u>DSTM Sq. Ft. GLA</u>	<u>Operating Level</u>
Existing	420,000	
Satelite City	100,000	
1 District Centre	<u>150,000</u>	
	670,000	x \$85. = \$57,519,500.

Residual DSTM Sales Potential:

<u>Assumed Trade Area Share to Site</u>	<u>Residual Expenditures (1961 Dollars)</u>	<u>Per Cent of Trade Area Potential</u>
40%	35,795,309	23.0
50%	20,234,507	13.0
60%	4,683,706	3.0

Residual: Alternative 3

DSTM Sales Accruing to Competition:

<u>Assumed Competition</u>	<u>DSTM Sq. Ft. GLA</u>	<u>Operating Level</u>
Existing	420,000	
Satelite City	100,000	
2 District Centres	<u>300,000</u>	
	820,000	x \$85. = \$69,700,000

Residual DSTM Sales Potential:

<u>Assumed Trade Area Share to Site</u>	<u>Residual Expenditures (1961 Dollars)</u>	<u>Per Cent of Trade Area Potential</u>
40%	23,604,809	15.1
50%	8,054,007	5.1
60%	- 7,496,794	- 4.8

Worksheet: Alternative 2

NOTE: Sales Accounting by Department

Department	SALES BY DEPT.	Operating Level
Marketing	650,000	
Product Development	100,000	
1 Division Center	150,000	
	900,000	2 1,000,000

Worksheet: Sales Accounting by Department

Department	SALES BY DEPT.	Operating Level
Marketing	650,000	
Product Development	100,000	
1 Division Center	150,000	
	900,000	2 1,000,000

Worksheet: Alternative 2

NOTE: Sales Accounting by Department

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Worksheet: Sales Accounting by Department

Department	SALES BY DEPT.	Operating Level
Marketing	650,000	
Product Development	100,000	
1 Division Center	150,000	
	900,000	2 1,000,000

CONCLUSIONS

ECONOMIC FEASIBILITY

Due to the present dearth of regional-scale commercial facilities in the mountain trade area, a regional shopping centre at the Upper Wentworth-Limeridge site would be economically feasible according to the following schedule:

<u>Year</u>	<u>Size of Centre (Gross Leasable Area - Square Feet)</u>
1971	400,000 to 500,000
1976	700,000 to 800,000
1981	800,000 to site capacity

IMPACTS WITHIN MOUNTAIN TRADE AREA

Evaluating the impact of the regional centre on the existing competition in the trade area is a simple process of assuming a reasonable operating level for existing DSTM stores, estimating a trade area share accruing to the new development, and then determining whether or not there is sufficient DSTM sales potential in the trade area to accommodate the total DSTM Gross Leasable Area.

In this analysis, it is assumed that a regional centre with enclosed, air-conditioned mall of approximately 400,000 sq. ft. Gross Leasable Area would be developed on the site in the first phase. Even if a larger centre were developed on the site, it is assumed that the trade area share would increase only marginally. Thus, irrespective of the exact size of the development beyond 400,000 sq. ft., it is assumed that the trade area share accruing to the site will range between 40 per cent and 60 per cent.

The impacts on competition in the trade area is expressed by the Residual DSTM Sales. If there is a Residual DSTM sales potential, after both existing and proposed developments have been satisfied, then we can be reasonably certain that the existing development will not be affected in a detrimental way by the new development.

As can be seen from the Residual DSTM calculations, the situations in which the Trade Area Potential on the Mountain would be exceeded are as follows:

<u>Year</u>	<u>Development</u>
1976	The Regional Centre plus one District Centre (assuming the Satellite City commercial area will be developed in 1973 - as scheduled)
1981	The Regional Centre plus two District Centres (assuming the Satellite City development in 1973)

REGIONAL DEVELOPMENT

Due to the present state of regional development, the regional development is the main factor in the regional development. The regional development is the main factor in the regional development. The regional development is the main factor in the regional development.

Year	Value of Development
1970	100,000
1971	120,000
1972	140,000
1973	160,000

REGIONAL DEVELOPMENT

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Year	Value of Development
1970	100,000
1971	120,000
1972	140,000
1973	160,000

IMPACT ON JACKSON SQUARE AND OTHER LOWER CITY CENTRES:

The only conclusive way the impact of the proposed mountain regional shopping centre on the Jackson Square commercial development could be assessed would be by determining what share of the mountain DSTM sales potential would be necessary for the success of the Jackson Square Development. This would be very difficult to determine because of the different functions of the two areas: the Jackson Square would offer very high order specialized shoppers goods where comparison shopping is essential, whereas the regional shopping centre would accommodate "one stop" shopping patterns and thus be much more auto-oriented. Nevertheless, there would be considerable overlap in the goods offered at the two areas, and the development of a mountain regional centre would have considerable effect on the amount of DSTM sales accruing to the downtown area.

If a centre were developed on the mountain at the present time, with necessary road improvements, it is not beyond the realm of possibility that it would attract 60% of the Trade Area DSTM Sales Potential. If this were to happen, only 2.9 per cent of the Trade Area DSTM Sales Potential would remain to be served by commercial uses outside the mountain trade area.

If the Jackson Square commercial development requires more than this 2.9 per cent share for success, it could be argued that the development of a regional shopping centre on the mountain at the present time would affect the Jackson Square commercial development in a detrimental manner.

By 1976, the development of the Satellite City commercial area (1973) would attract part of the mountain trade area DSTM sales potential. With the development of the Jackson Square commercial area in 1972, plus the Satellite City development, the impact of a mountain regional shopping centre on the trade area in 1976 would be diminished - shopping patterns having been oriented somewhat to the other recently-developed areas. If the regional centre opened in 1976, the Residual DSTM Sales Potential would be 15.5 per cent of the trade area sales potential, assuming 50 per cent share of the potential to the site, and 25.5 per cent residual, assuming a 40 per cent share.

Therefore, with no other centres developed on the mountain in the interim (1971 - 1976), the development of a mountain regional centre would not likely be seriously detrimental to the Jackson Square commercial development (see 1976 Residual Alternative 1). If a district centre were permitted in the mountain trade area (other than the Satellite City development), the residual is greatly diminished and detrimental effects may result on the Jackson Square development (see 1976 Residual Alternative 2).

By 1981 the development of a regional shopping centre on the mountain, with no district centre development, would result in Residuals of 21.6 per cent (50 per cent trade area share) and 31.5 per cent (40 per cent trade area share) - see 1981 Residual Alternative 1. Even the development of one other district centre on the mountain would not reduce residuals to a very low level (see 1981 Residual Alternative 2). However, the development of two district centres by that time may result in detrimental effects on the Jackson Square development (see 1981 Residual Alternative 3).

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